

## **A Comparative Study on Service Quality Dimensions and Overall Service Quality in the Context of Standard Chartered Bank's Excel Customers**

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### **Abstract**

*The service quality leads to customers' satisfaction, which in turn leads to customer loyalty. Considerable practitioner interest has been focused on programs to improve service quality. Customer perception is a very important factor to measure service quality. This paper is an attempt to assess excel customers' perception of different dimensions of the service quality such as tangibility, reliability, responsiveness, assurance, empathy and the overall service quality of Standard Chartered Bank, the top banking service provider in Bangladesh. The paper also aims to identify the gap between customers' expectations on the one hand and perception on the other about the bank's service quality. Finally, some suggestions have been offered for improving the Standard Chartered Bank's service quality.*

### **Keywords**

Service, Customer, Quality, Dimension, Bangladesh.

### **Introduction**

Standard Chartered Bank has a history of over 150 years in banking. It has an extensive global network of over 1,200 branches (including subsidiaries, associates, and joint ventures) in 56 countries in the Asia Pacific region, South Asia, the Middle East, Africa, the United States and the United Kingdom. As one of the world's most extensive international banks, Standard Chartered Bank employs over 44,000 people, representing 89 nationalities worldwide.

Serving both consumer and wholesale banking customers, the bank combines deep local knowledge with global capability to offer a wide range of innovative products and services as well as award winning

solutions. Standard Chartered Bank is committed to becoming the right partner for all stakeholders by living its values in its approach to managing its people, exceeding expectations of its customers, making a difference in the communities that operate in and working with its regulators. The bank is trusted across its network for its standard of governance and corporate responsibility.

Standard Chartered Bank started its business in Bangladesh in 1948, operating its first branch in the port city of Chittagong. The bank increasingly invested in people, technology and premises as its business grew in relation to the country's thriving economy. The bank has 6 offices in Dhaka, Chittagong, and Sylhet, including the country's only offshore banking unit inside the Dhaka Export Processing Zone at Savar. Extensive knowledge of the market and essential expertise in a wide range of financial services underline strength to build business opportunities for corporate and institutional clients at home and abroad. Continuous upgrading of technology and control systems have enabled the bank to offer new services, which include unique ATMs and Phone Banking.

Excel banking is a recently developed package of Standard Chartered Bank's product development department. The objective is to create another segment of customers who have more than 1.5 million taka in the bank. The other segments are the general banking and the priority banking. General customer is a customer who has less than fifteen hundred thousand taka in the bank. Priority customers are basically business customers who have transaction above 3.5 million taka. There are additional benefits and services offered to this particular segment. An excel customer has his/ her own personal financial consultant (PFC) in a particular branch and a teller customer to get service from.

The bank finds the potential customers from the database it has. However, the personal financial consultants are asked by the bank to bring new customers. Relationship marketing is used when the excel

bankers ask the excel customers to introduce new clients. The basic motive behind the segmentation is to provide quality service to the deserving customers.

### **Objectives of the Study**

The basic objective of the study is to present and test a model which will try to identify the relationship between responsiveness, tangibility, assurance, empathy, and reliability with the overall service quality of the Standard Chartered Bank's excel banking. The researchen will try to identify the customer gap identified as gap-5 in the gaps model generated by Parasuraman et al. (1985).

### **Methodology of the Study**

#### **Research Design**

The theoretical framework represents the patterns and the structure of relationships among the set of predicator and criterion variables. The purpose of the study is to measure the correlations among the variables.

Here tangibility, reliability, responsiveness, assurance and empathy are considered as a single predicator construct as SERVQUAL. Service quality is considered as a single criterion construct under the name of overall service quality. The researcher has used a co-relational study to institute the existence of relationships between the variables. A co-relational study measures the degree of relationship between two or more variables. So in this research the researcher's objective is to identify whether or not there are any relationships among these variables.

#### **Sampling Method**

For this study the population is the excel customers of Standard Chartered Bank in Bangladesh. Probability sampling is used for drawing samples from the population since only the Standard Chartered Bank's excel customers are to be surveyed. According to Churchill and Iacobucci (2002), in probability sampling each



population element has a known and nonzero chance of being included in the sample. Here, the researcher used simple random sampling in which questions are asked only to the excel customers from the database. Sample for this research is 50 since the researcher has to personally collect the data from the excel customers' houses. Mail intercept is also used when needed.

### **Survey Instrument**

Questionnaires are used to gather data for this research. The rationale for using questionnaires are the anonymity of the respondents, time constraints for personal interviews, and tardiness of postal service and its non-response rate and also the usage of questionnaires as survey instruments by most of the researchers who have worked on this topic( Johnson and Sirikit,2004; Lo and Hui,2003). Structured questionnaires are used to collect data from the excel customers of Standard Chartered Bank.

Tangibility is measured by using four items (Section 1, questions 1-4) developed by Parasuraman et al. (1988). This scale was used by Johnson and Sirikit (2004) and the reported reliabilities of these items used to measure the variable are above .75.

Reliability is measured by using four items (Section 2, question 5-8) developed by Parasurman et al., (1988). This scale was also used by Johnson and Sirikit (2004) and has reported reliabilities of these items used to measure the variables are above .75.

Responsiveness is measured by using four items (Section 3, questions 9-12) developed by Parasuraman et al., (1988). This scale was developed by Johnson and Sirikit (2004) and the reported reliabilities of these items used to measure the variable are above .75.

Assurance is measured by using four items (Section 4, questions 13-16) developed Parasuraman et al., (1988). This scale was used by Johnson and Sirikit (2004) and the reported reliabilities of these items used to measure these variables are above .75.

Empathy is measured by using five items (Section 5, questions 17-21) developed by Parasurman et al. (1988). This scale was used by Johnson and Sirikit (2004) and the reported reliabilities of these items used to measure these variables are above .75.

Overall service quality is measured by using four items (Section 6, questions 22-25) developed Parasuraman et al., (1988). This scale was used by Johnson and Sirikit (2004) and the reported reliabilities of these items used to measure these variables are above .75.

### **Pilot Test of Questionnaires**

According to Cooper and Schindler (2003), pilot test is intended to reveal errors in the design and permits refinements before the final test. The researcher needs to pretest the questionnaires before full-fledged data collection for finding out ambiguous and bias questions and also to evaluate questions for clarity. Cooper and Schindler (2003) also mentioned that a group size for pre-testing questionnaires might vary from 25-100 respondents. Therefore, the researcher, in this research used a group of 25 respondents to do the pilot test.

### **Data Collection**

The primary source of data/ information has been used in this study because of the unavailability of secondary source of data/information. To gather the primary data the researcher has used questionnaire survey method. The secondary data / information were collected from different published articles, newspapers, books, websites of the SCB etc.

### **Data Analysis Procedures**

The proposed study is an analysis of correlation among five Stamford variables and a dependent variable. The basic objective of the researcher is to identify whether or not any relationship exists among the measured variables. Stepwise regression may also be used to analyze the data to figure out whether or not tangibility, reliability,

responsiveness, assurance and empathy can explain the dependent variable. For this research SPSS is used as the statistical data analysis tool as it offers greater flexibility in data analysis and graphical representation.

### **Limitations of the Study**

Excel customers are customers who do not come to the bank frequently. So bank intercept for data collection was quite impossible. Since mail survey is not a very popular way of data collection in Bangladesh, the researcher had to go to the respondents' houses for data collection. All these account for why this research has a smaller sample size. There are many factors which may influence service quality but the researcher is not able to consider all of them within the scope of this paper.

### **Review of Literature**

#### **Service Quality**

Traditionally, service quality has been defined as the difference between customer expectations of service to be received and perceptions of the service actually received (Parasuraman et al., 1988, 1991).

Service quality receives a significant amount of attention from both researchers and practitioners. It has been defined as a form of relative attitude but not exactly satisfaction that results from the comparison of expected service levels with perceived performance (Bolton and Drew, 1992; Parasurman et al., 1988; Cronin and Taylor, 1992).

In other words, customers enter a consumption experience expecting a certain level of service and during this consumption period they experience actual service performance. The consumer's subjective evaluation of how well (or poorly) that actual performance compares to the expected performance results in the perceived service quality



(Woodruff et al., 1983; Parasurman et al., 1988; Cronin and Taylor, 1992). There are considerable evidences that service quality functions as an antecedent to customer satisfaction (Reidenbach and Sandifer-Smallwood, 1990; Cronin and Taylor, 1992; Reichheld and Sasser, 1990).

One of the key elements in many of these service quality improvement programs has been the measurement of service quality. Service quality measurement is important as it has the potential to offer insights into areas of service quality strengths and weaknesses. Overall service quality includes interaction quality, product quality and outcome quality as described by Bitner and Zeithaml (2003). They also proposed the use of the SERVQUAL dimensions to assess a company's service quality.

Parasuraman et al., (1989) suggested five specific dimensions of service quality which include:

**Tangibility:** It means appearance of physical facilities, equipment, personnel, and written materials.

**Reliability:** Reliability means ability to perform the promised service dependably and accurately.

**Responsiveness:** Responsiveness means willingness to help customers and provide prompt service.

**Assurance:** It means employees' knowledge and courtesy and their ability to inspire confidence.

**Empathy:** It means caring or individualized attention given to customers.

Overall service quality includes interactions quality, physical environment quality and outcome quality. These elements are in turn

evaluated based on specific service quality dimensions: tangibility, reliability, responsiveness, assurance and empathy. To provide more direct and useful information for both academics and managers with respect to service quality and product quality issues, Lo and Hui (2003) presented a paper that conceptualized service quality factors such as reliability and responsiveness as antecedents to customers' overall evaluation of service quality, rather than conceptualizing them as dimensions or components of the construct.

### **1. Tangibility and Overall Service Quality**

Tangibility refers to the physical evidence of the service, consisting of physical facilities, appearance of personnel, tools or requirements, physical presentation of the service, and other customers in the service facility (Parasuraman et al., 1990). All of these provide physical representation or images of the service that both existing and new customers will use to evaluate quality. The core benefits of a service refer to the essence of the service that can never be substituted by fancy facilities and tangibles (Schneider and Bowen, 1999). These arguments give hints concerning the connection of tangibility and overall service quality. Oberoi and Hales (1990) noted that the importance of tangibles in a conference hotel is a measure of performance which, when purchased, provides nothing tangible that the consumer can possess. Parasuraman et al., (1988) proposed that consumers' perception of tangibles is more important in the case of a bank than in security brokerage, and product repair and maintenance.

### **2. Reliability and Overall Service Quality**

According to Berry, Zeithaml, and Parasuraman (1990), service reliability is the service "core" to most customers and managers should use every opportunity to build a "do-it-right-first" attitude. Specially managers are encouraged to include reliability issues in their mission statements, set reliability standards, teach the importance of reliability in training programs, appoint reliability teams to study specific services and recommend ways to improve



reliability, measure error rates and reward error – free service. Reliability of service can be better established with a relative emphasis on technology (high tech) in developed countries and a relative emphasis on personnel (high touch) in developing countries (Heskett, Jones, Loveman, Sasser, and Schlesinger, 1994). Berry and Parasuraman (1991) identified continuous improvement as the key to providing reliable service. The above discussion shows that ability to render prompt and dependable service is an important factor in evaluating a company's overall service quality.

### **3. Assurance and Overall Service Quality**

Assurance is defined as employees' knowledge and courtesy and the ability of the firm and its employees to inspire trust and confidence. This dimension is likely to be particularly important for services that the customer perceives as involving high risk and about which they feel uncertain about their ability to evaluate outcomes, for example, banking, insurance, brokerage, medical, and legal service.

### **4. Responsiveness and Overall Service Quality**

Service recovery and problem solving have long been recognized as important parts of service quality (Hart, Heskett, and Sasser, 1990; Dabholkar, Thorpe and Rentz, 1996; Swanson and Kelley, 2001). Responsiveness was perceived to be the most important dimension as opposed to the reliability from published literature (Zeithaml et al., 1990). Responsiveness perceptions diminish when customers find difficulties to access a company through telephone and are put on hold, or have trouble accessing the company's website. All these circumstances gradually diminish customers overall evaluation of service quality.

### **5. Empathy and Overall Service Quality**

Parasuraman et al., (1991), the empathy dimension is split into two factors. Four items comprise one of the factors, and the item that addresses "the convenience of operation hours" forms the other factor.

According to Philip Kotler (1999), Bitner and Zeithaml (2003), empathy means the provision of caring, individualized attention given to the customers. From small businesses to large ones, customers want supplier firms to understand their industries and issues. Bitner & Zeithaml (2003) are also of the opinion that firms which have successfully practiced this strategy have built long term relationship with customers and positioned them as specialists in their respective industry.

### Operational Definitions

Measured Variables	Operational Definitions
Tangibility	Was operationally defined by Parasuraman, Zeithaml, and Berry (1988)
Reliability	Was operationally defined by Parasuraman, Zeithaml, and Berry (1988)
Responsiveness	Was operationally defined by Parasuraman, Zeithaml, and Berry (1988)
Assurance	Was operationally defined by Parasuraman, Zeithaml, and Berry (1988)
Empathy	Was operationally defined by Parasuraman, Zeithaml, and Berry (1988)
Service Quality	Was operationally defined by Parasuraman, Zeithaml, and Berry (1988)

### Research Questions

1. Is there any relationship between excel customers' reliability and the quality of service of Standard Chartered Bank?
2. Is there any relationship between excel customers' tangibility and the quality of service in Standard Chartered Bank?
3. Is there any relationship between excel customers' responsiveness and the quality of service of Standard Chartered Bank?

4. Is there any relationship between excel customers' assurance and the quality of service of Standard Chartered Bank?

5. Is there any relationship between excel customers' empathy and the quality of service of Standard Chartered Bank?

### **Hypotheses**

1. There is a positive relationship between tangibility and the overall quality of service of Standard Chartered Bank.
2. There is a positive relationship between excel customers reliability and the overall quality of service of Standard Chartered Bank.
3. There is a positive relationship between excel customers responsiveness and the overall quality of service of Standard Chartered Bank.
4. There is a Positive relationship between excel customers' assurance and the overall quality of service of Standard Chartered Bank.
5. There is a Positive relationship between excel Customers' empathy and the overall quality of service of Standard Chartered Bank.

### **Findings and Analysis of the Study**

#### **Reliability Coefficients and Descriptive Statistics of Service Quality**

The reliability coefficients, means and standard deviations of all the constructs in the present study are presented in **Table 1**. The coefficient alphas or Cronbach's alphas for the different constructs are calculated using the reliability procedure in SPSS (version 12.0). According to Nunnally (1978) for early stages of the research, the reliability of 0.50-0.60 is sufficient. Here, the reliabilities of all the constructs are found to be above the standard set by Nunnally (1978).

Table 1: Reliability Coefficients and descriptive Statistics for Tangibility, Reliability, Responsiveness, Assurance, Empathy and Overall Service Quality.



Scales	Number of items	Alpha	M	SD
Tangibility	4	0.51	3.89	0.31
Reliability	4	0.82	3.57	0.57
Responsiveness	4	0.50	3.64	0.44
Assurance	4	0.55	3.86	0.38
Empathy	5	0.85	3.74	0.48
Overall SQ	4	0.94	3.62	0.57

Note: n=50

The above table shows the mean scores, which have been computed by equally weighting the mean scores of all the items. On a five-point scale, the mean score for tangibility is 3.89 (SD=0.31). The mean score of Reliability is 3.57 (SD=0.57). The mean score for responsiveness is 3.64 (SD=0.44). The mean score for assurance is 3.86 (SD=0.38). The mean score for empathy is 3.74 (SD=0.48). Finally, the mean score of service quality of Standard Chartered Bank is 3.62 (SD=0.57). These mean scores show the respondents have high perception on the service quality dimensions.

### Correlation (r)

Before getting into the facts, the criteria and the significance of correlations need to be clarified. A correlational study measures the degree of relationship between the predictor and criterion variables. The relationship significance varies from +1 to -1. The correlations will be denoted as r. The criteria to interpret the relationships are as follows-

Range	Comments
0-0.2	Very weak
0.2-0.4	Weak
0.4-0.7	Moderate
0.7-0.9	Strong
0.9-1	Very strong

**Table 2: Correlation Matrix for Tangibility, Reliability, Responsiveness, Assurance, Empathy and Overall Service Quality.**

Scales	Tangibility	Reliability	Responsiveness	Assurance	Empathy	Overall SQ
Tangibility	-	0.187(**)	0.508(**)	0.759 (**)	0.617(**)	0.798(**)
Reliability		-	0.853 (**)	0.479 (**)	0.238(**)	0.524(**)
Responsiveness			-	0.774 (**)	0.403(**)	0.749(**)
Assurance				-	0.687(**)	0.879(**)
Empathy					-	0.656(**)
Overall SQ						-

Note: \*\* $p < 0.01$ , \* $P < 0.05$  level

The table 2 shows the correlations between all the predictor variables and criterion variables. This table basically summarizes the correlation among variables. The table also shows the correlation between tangibility that is physical evidences the bank offers and the overall service quality perceived by the excel customers. The relationship is (+) 0.798,  $p < 0.01$  which shows a strong positive relationship between tangibility and the overall service quality. The "p" here denotes statistical significance, which means that 99 times out of 100 the result will be repeated.

The correlation between reliability that is the ability of the employees to perform the promised service dependably and accurately and the overall service quality perceived by the excel customers shows that they are significantly correlated. The relationship is (+) 0.524,  $P < 0.01$  which shows a moderately positive relationship between reliability and the overall service quality.

Responsiveness and the overall service quality perceived by the excel customers are significantly correlated. The relationship is (+) 0.749,  $p < 0.01$ , which shows a strong positive relationship between responsiveness and the overall service quality.

The correlation between assurance that is employees' knowledge and courtesy and their ability to inspire confidence in customers and the overall service quality perceived by the excel customers shows they are significantly correlated. The relationship is (+) 0.879,  $p < 0.01$  which shows a strong positive relationship between assurance and the overall service quality.

The above table also shows a significant correlation between empathy that is caring individualized attention given to excel customers by the employees and the overall service quality perceived by the excel customers. The relationship is (+) 0.656,  $p < 0.01$  which shows a moderate positive relationship between empathy and the overall service quality.

#### **Regression Analysis ( $r^2$ )**

Regression portrays the extent to which Stamford variables explain the dependent variables. Here, the purpose of doing regression is to find out which Stamford variable (s) most explains the dependent variable and which do not.

**Table 3: Stepwise Regression on Overall Service Quality**

Variables	B	SE B	$\beta$	$R^2$	in $R^2$
Step 1: Assurance	1.319	0.104	0.878***	0.771	0.036
Step 2: Assurance	0.970	0.151	0.646***	0.807	
Tangibility	0.550	0.185	0.300***		
Step 3: Assurance	0.610	0.152	0.407***	0.864	0.057
Tangibility	0.759	0.164	0.414***		
Reliability	0.293	0.067	0.292***		

Note: \*\*\* $p < 0.001$ , \*\* $p < 0.01$ , \* $p < 0.05$  level

The above table 3 shows the stepwise regression of the five service quality dimensions and the overall service quality perceived by the excel customers. Stepwise regression is conducted to figure out which predictors do or do not explain the criterion variable. Here, the three variables assurance ( $p < .001$ ), tangibility ( $p < .001$ ), and reliability



( $p < .001$ ) statistically significantly related with perceived service quality. However, assurance alone explains 77.1% of the service quality. Tangibility explains  $0.807 - 0.771 = 0.36$  or 3.6% and reliability explains  $0.864 - 0.807 = 0.057$  or 5.7% of service quality. Unlike assurance, tangibility and reliability the other two variables responsiveness and empathy failed to enter into the regression equation which indicates that they are not considerably associated with perceived service quality.

### **Evaluation of the Research Hypotheses:**

#### **Hypothesis 1:**

There is a positive relationship between tangibility and the quality of service of Standard Chartered Bank. The outcome of correlation analysis shows that the variable is significantly correlated with service quality ( $r = 0.798$ ,  $p < 0.01$ ). Moreover, the result of stepwise regression shows that tangibility ( $p < 0.001$ ) explains 3.6% variation in the service quality perceived by the customers. So, the result of correlation analysis provides evidences for hypothesis 1 to be true.

#### **Hypothesis 2:**

Reliability is found significantly and positively correlated with service quality. Reliability and service quality have a correlation of 52.4% at  $p < 0.01$ . This correlation between the variables provides a proof that hypothesis 2 is right. Moreover, the result of stepwise regression shows that reliability ( $p < 0.001$ ) explains 5.7% variation in the service quality perceived by the excel customers.

#### **Hypothesis 3:**

Responsiveness is found significantly and positively correlated with service quality. Responsiveness and service quality have a correlation of 74.9% at  $p < 0.01$ . This correlation between the variables provides a proof that hypothesis 3 is right. However, the result of stepwise regression shows that responsiveness does not explain variation in the service quality perceived by the excel customers.

**Hypothesis 4:**

There is a positive relationship between assurance and the service quality of Standard Chartered Bank. The outcome of correlation analysis shows that the variable is significantly correlated with service quality ( $r=0.879$ ,  $p<0.01$ ) which is the highest among all the relationship between the Stamford and Dependent variables. Moreover, the result of stepwise regression shows that assurance ( $p<0.001$ ) explains the highest degree of variation in the service quality perceived by the customers. So, the result of correlation and regression analysis provides evidences for hypothesis 4 to be true.

**Hypothesis 5:**

There is a positive relationship between empathy and the quality of service of standard chartered bank. The outcome of correlation analysis shows that the variable, significantly correlated with service quality ( $r=0.656$ ,  $p<0.01$ ), shows a moderately positive relationship between the Stamford and Dependent variables. Moreover, the result of stepwise regression shows that empathy does not explain variation in the service quality perceived by the excel customers. So, the result of correlation and regression analysis provides evidences for hypothesis 5 to be true.

**Recommendations**

After analyzing the study variables in the context of Standard Chartered Bank's Excel Customers the following issues might be of help to the service quality department.

From the result of regression it is found that tangibles, reliability and assurance are significantly related with the service quality. Therefore, these issues should be given utmost attention. Though all the five dimensions are tested to be correlated with the excel customers-perceived service quality the three variables are found most important when stepwise regression has been tested.



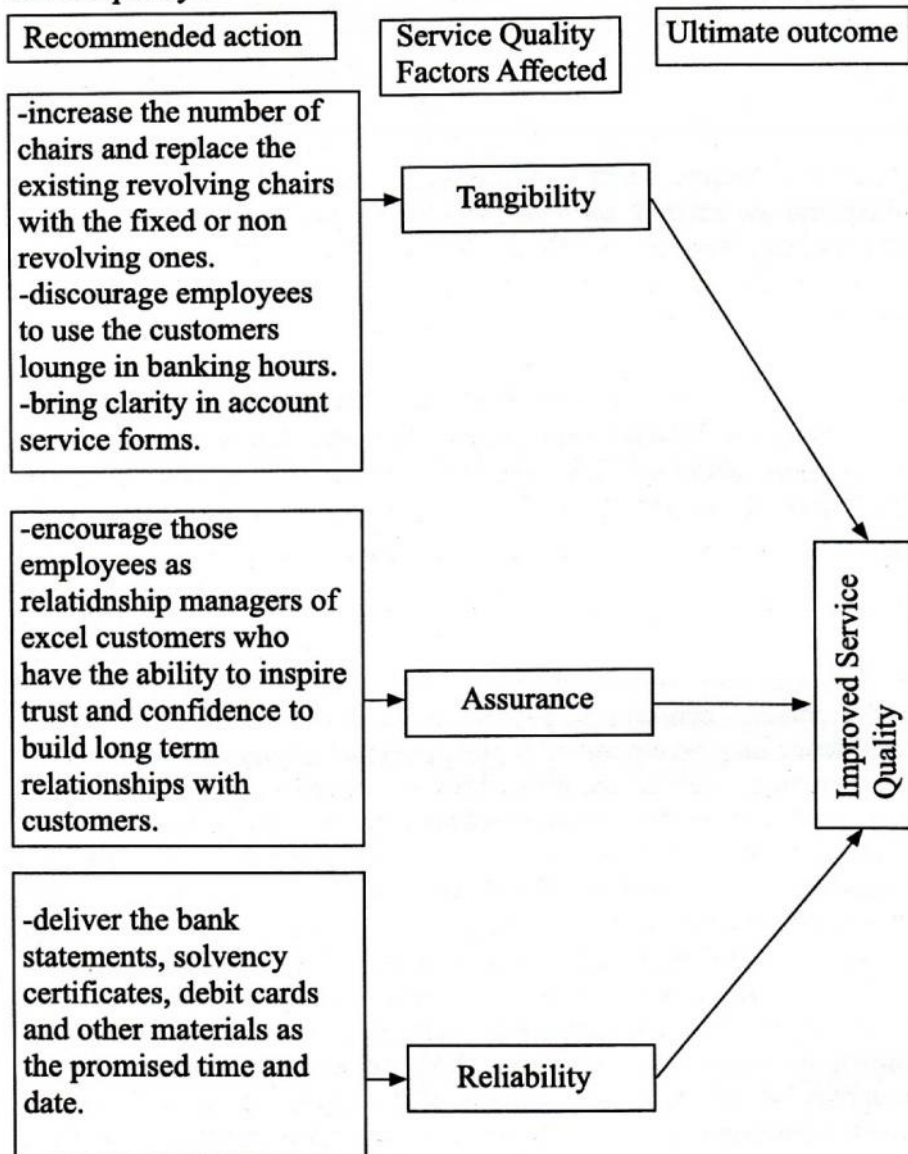
Tangibles have proved very influential in the overall service quality. So, to ensure better tangibles the company has to manage its physical evidences in such a way that meets the excel customers tangibility requirements. Observation has found that the number of chairs should be increased because in rush hours it is very difficult to serve a customer, while the other customers standing for their call. The lounge, supposed to be for the waiting customers, is typically used for official purpose. The branch sales executives (commonly known to the bank as BSE) do not have chairs to sit in the bank and use the customers' lounge when they are not in sales calls. The customers often find the account services form, which the bank offers to change address, signature etc. pretty confusing. The issues above should be taken care of and a customer satisfaction survey should be conducted regarding tangibility for improving the service quality.

Reliability is another issue that the bank should consider very important. In its broadest sense, reliability means that the company fulfil its promises- about delivery, service provisions and problem resolution. The bank should deliver the statements, solvency certificates, debit cards and other documents at the promised time and date.

Assurance is another issue that needs to be taken care of if the bank wants to increase its service quality. Assurance is the only dimension in service quality, which depends on the boundary spanners individual performance. According to Bitner and Zeithaml (2003) .... "trust and confidence may be embodied in the person who links the customers to the company, such as securities brokers, insurance agents, lawyers, or counselors. In such service contexts the company seeks to build trust and loyalty between key contact people and individual customers. The 'personal bankers' concept captures this idea: customers are assigned to a banker who will get to know them individually and who will coordinate all of their banking services ....." In the same way a person is assigned in every branch to serve the excel customers in Standard Chartered Bank. These bankers are known as relationship manager (RM) of excel customers. As the boundary spanners, the perception of the overall service quality of excel customers depends on these relationship managers. It's the



employees' knowledge and courtesy that the image of the company depends upon. So, the bank should engage those people who have the ability to inspire trust and confidence. The following diagram shows the action steps and their probable impacts on the bank's overall service quality :



This improved service quality would result in customer satisfaction and eventually the bank will be able to sell its services on larger volume which in turn, will create loyal customers, and the bank will have more businesses to conduct. Finally, the bank has its own service quality department which conducts different types of studies to evaluate the service quality the bank has to offer. The service quality department may take into consideration tangibility, reliability, responsiveness, assurance and empathy the next time it conducts a service quality research.

### **Conclusion**

Standard Chartered Bank is a service-oriented company. The only thing a service-oriented company offers is service. The bank has been operating in this country for over 100 years. Competitors like American Express and A N Z Grind Lays have been acquired by it. The bank definitely has more big plans but it is the little changes in the service quality dimensions that could make a lot of changes in overall service quality, customer satisfaction and switching rate.

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## **Appendix 1**

### **Questionnaire**

Section 1: The following questions are asked to find out your perception on physical evidences of Standard Chartered Bank. Please, check one number per statement using the following scale.

1= Strongly disagree	2 = Disagree
3= Neither disagree nor agree	4= Agree
5= Strongly agree	

1. The physical facilities are visually appealing.

1      2      3      4      5

2. Materials associated with Standard Chartered's service are visually appealing.

1      2      3      4      5

3. The employees are well dressed and neat in appearance.

1      2      3      4      5

4. The complementary equipment for automatic transactions, inquiries and product bulletin is adequate.

1      2      3      4      5

Section 2: The following questions are asked to find out your perception on the reliability of the employees in Standard Chartered Bank. Please, check one number per statement using the following scale.

1= Strongly disagree	2= Disagree
3 = Neither disagree nor agree	4 = Agree
5= Strongly agree	

5. When the service provider promises to do something by a certain time, s/he does so.

1      2      3      4      5

6. When you have a problem, the service provider shows a sincere interesting solving it.

1      2      3      4      5

7. The service provider delivers its services at the time it promises to do so.

1      2      3      4      5

8. The service provider always performs the service right the first time.

1      2      3      4      5

Section 3: The following questions are asked to find out your perception on the responsiveness of the employees in Standard Chartered Bank. Please, check one number per statement using the following scale.

1= Strongly disagree	2 = Disagree
3 = Neither disagree nor agree	4 = Agree
5= Strongly agree	

9. The employees tell me exactly when the services will be performed.

1      2      3      4      5

10. The employees give me a prompt service.

1      2      3      4      5



11. The employees are always willing to help me.

1      2      3      4      5

12. The employees are never too busy to respond to me request.

1      2      3      4      5

Section 4 : The following questions are asked to find out your perception on the sense of assurance of the employees in Standard Chartered Bank. Please, check one number per statement using the following scale.

1= Strongly disagree

2= Disagree

3 = Neither disagree nor agree

4 = Agree

5= Strongly agree

13. The employees inspire confidence in customers.

1      2      3      4      5

14. Customers feel safe to transact with the service quality.

1      2      3      4      5

15. The employees are consistently courteous with customers.

1      2      3      4      5

16. The employees have the knowledge to answer customers' questions.

1      2      3      4      5

Section 5: The following questions are asked to find out your perception on the empathy of the employees in Standard Chartered Bank. Please, check one number per statement using the following scale.

1= Strongly disagree	2= Disagree
3 = Neither disagree nor agree	4= Agree
5= Strongly agree	

17. The service provider gives customers individual attention.

1      2      3      4      5

18. The service provider has customers' best interest at heart.

1      2      3      4      5

19. The employees understand customers' special needs.

1      2      3      4      5

20. The service provider has operating hours and locations convenient to all its customers.

1      2      3      4      5

21. The employees give their personal attention.

1      2      3      4      5

Section 6: The following questions are asked to find out your perception on the overall service quality of Standard Chartered Bank. Please, check one number per statement using the following scale.

1= Strongly disagree	2 = Disagree
3 = Neither disagree nor agree	4 = Agree
5= Strongly agree	

22. Excellent overall service.

1      2      3      4      5

23. Service of a very quality.

1      2      3      4      5

24. The average score of overall evaluation of service quality in adequate.

1      2      3      4      5

25. Superior service in very way.

1      2      3      4      5

Section 7: The following questions are asked to get the personal information.

Please tick (✓) as appropriate.

Sex:	Male	Female	
Age:	26-35	36-45	45-above
Profession:	Service	Business	None

## Appendix 2

### *Reliability of Tangibility*

#### Reliability of statistics

Cronbach's Alpha	Number of items
0.512	4

### *Reliability of Reliability*

#### Reliability of statistics

Cronbach's Alpha	Number of items
0.830	4



*Reliability of Responsiveness*

Reliability of statistics	
Cronbach's Alpha	Number of items
0.500	4

*Reliability of Assurance*

Reliability of statistics	
Cronbach's Alpha	Number of items
0.552	4

*Reliability of Empathy*

Reliability of statistics	
Cronbach's Alpha	Number of items
0.855	5

*Reliability of Overall service quality*

Reliability of statistics	
Cronbach's Alpha	Number of items
0.943	4

**Descriptive statistics**

	N	Minimum	Maximum	Mean	Standard Deviation
Tangibility	50	3.00	4.25	3.8950	0.31578
Reliability	50	2.50	4.50	3.5700	0.57596
Responsiveness	50	2.75	4.25	3.6450	0.44058
Assurance	50	3.00	4.50	3.8650	0.38535
Empathy	50	2.20	4.80	3.7480	0.48958
Overall SQ	50	2.50	4.50	3.6250	0.57864
Valid N (List Wise)	50				

**Correlation (r)****Correlation**

		Tangibility	Reliability	Responsiveness	Assurance	Empathy	Overall SQ
Tangibility	Pearson correlation	1	0.245	0.543(**)	0.772(**)	0.657(**)	0.799(**)
	Sig.(2 tailed)	.	0.087	0.000	0.000	0.000	0.000
	N	50	50	50	50	50	50
Reliability	Pearson correlation	0.245	1	0.869(**)	0.520(**)	0.393(**)	0.605(**)
	Sig.(2 tailed)	0.087	.	0.000	0.000	0.005	0.000
	N	50	50	50	50	50	50
Responsiveness	Pearson correlation	0.543(**)	0.869(**)	1	0.794(**)	0.513(**)	0.798(**)
	Sig.(2 tailed)	0.000	0.000	.	0.000	0.000	0.000
	N	50	50	50	50	50	50
Assurance	Pearson correlation	0.772(**)	0.520(**)	0.794(**)	1	0.708(**)	0.878(**)
	Sig.(2 tailed)	0.000	0.000	0.000	.	0.000	0.000
	N	50	50	50	50	50	50
Empathy	Pearson correlation	0.657(**)	0.393(**)	0.513(**)	0.708(**)	1	0.697(**)
	Sig.(2 tailed)	0.000	0.005	0.000	0.000	.	0.000
	N	50	50	50	50	50	50
Overall SQ	Pearson correlation	0.799(**)	0.605(**)	0.798(**)	0.878(**)	0.697(**)	1
	Sig.(2 tailed)	0.000	0.000	0.000	0.000	0.000	.
	N	50	50	50	50	50	50

\*\*Correlation is significant at the 0.01 level (2-tailed).

**Regression ( $r^2$ )****Variables Entered / Removed (a)**

Model	Variables	Variables removed	Method
1	Assurance	-	Stepwise (Criteria: Probability-of-F-to enter $\leq 0.050$ , Probability-of-F-to remove $\geq 0.100$ )
2	Tangibility	-	Stepwise (Criteria: Probability-of-F-to enter $\leq 0.050$ , Probability-of-F-to remove $\geq 0.100$ )
3	Reliability	-	Stepwise (Criteria: Probability-of-F-to enter $\leq 0.050$ , Probability-of-F-to remove $\geq 0.100$ )

a Dependent variable: Overall Service Quality

### Model summary

Model	R	R Square	Adjusted R Square	Std. error of the estimate
1	0.878 (a)	0.771	0.766	0.27976
2	0.899 (b)	0.807	0.799	0.25925
3	0.930 ©	0.864	0.855	0.21996

a Predictors: (constant), assurance

b Predictors: (constant), assurance, tangibility

c Predictors: (constant), assurance, tangibility, reliability

### ANOVA (d)

Model		Sum of squares	df	Mean square	F	Sig.
1	Regression	12.649	1	12.649	161.616	0.000 (a)
	Residual	3.757	48	0.078		
	Total	16.406	49			
2	Regression	13.247	2	6.624	98.547	0.000 (b)
	Residual	3.159	47	0.067		
	Total	16.406	49			
3	Regression	14.181	3	4.727	97.698	0.000 ©
	Residual	2.226	46	0.048		
	Total	16.406	49			

a Predictors: (constant), assurance

b predictors: (constant), assurance, tangibility

c Predictors: (constant), assurance, tangibility, reliability

d Dependent variable: Overall service quality

### Coefficients (a)

Model		Un-standardized coefficients		Standardized coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.471	0.403		-3.652	0.001
	Assurance	1.319	0.104	0.878	12.713	0.000
2	(Constant)	-2.269	0.459		-4.941	0.000
	Assurance	0.970	0.151	0.646	6.416	0.000
	Tangibility	0.550	0.185	0.300	2.982	0.005



a Dependent variable: Overall service quality

**Excluded variables (d)**

Model		Un-standardized coefficients		Standardized coefficients	t	Sig.
		B	Std. Error	Beta		
3	(Constant)	-2.736	0.404		-6.774	0.000
	Assurance	0.610	0.152	0.407	4.010	0.000
	Tangibility	0.759	0.164	0.414	4.637	0.000
	Reliability	0.293	0.067	0.292	4.392	0.000

a Predictors in the model : (constant), assurance

b Predictors in the model: (constant), assurance, tangibility

c Predictors in the model: (constant), assurance, tangibility, reliability

d Dependent variable: Overall service quality

Model		Beta in	t	Sig.	Partial correlation	Co-lienarity statistics
						Tolerance
1	Tangibility	0.300(a)	2.982	0.005	0.399	0.404
	Reliability	0.203(a)	2.658	0.011	0.362	0.729
	Responsiveness	0.273(a)	2.537	0.015	0.347	0.370
	Empathy	0.150(a)	1.560	0.125	0.222	0.498
2	Reliability	0.292(b)	4.392	0.000	0.544	0.668
	Responsiveness	0.342(b)	3.566	0.001	0.465	0.358
	Empathy	0.089(b)	0.956	0.344	0.140	0.468
3	Responsiveness	-0.035(c)	-0.185	0.854	-0.028	0.083
	Empathy	0.048(c)	0.599	0.552	0.089	0.461